

Introduction to the new

# NCO Counseling and Support Form

DA Form 2166-8-1(OCT 11)

# NCO Counseling and Support Form

## DA Form 2166-8-1 (March 06)

NCOER COUNSELING AND SUPPORT FORM					FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3	
For use of this form, see AR 623-3; the proponent agency is DCS, G-1.						
<b>PART I - ADMINISTRATIVE DATA</b>						
a. NAME (Last, First, Middle Initial)	b. SSN	c. RANK	d. DATE OF RANK	e. PMOSC		
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND	STATUS CODE	g. RATED NCO'S EMAIL ADDRESS (gov.or.mil)	h. UIC	i. CMD CODE	j. PSB CODE	
<b>PART II - AUTHENTICATION</b>						
a. NAME OF RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			RATER'S APO EMAIL ADDRESS (gov.or.mil)			
b. NAME OF SENIOR RATER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			SENIOR RATER'S APO EMAIL ADDRESS (gov.or.mil)			
c. NAME OF REVIEWER (Last, First, Middle Initial)	SSN	INITIAL	LATER	LATER	LATER	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT			REVIEWER'S APO EMAIL ADDRESS (gov.or.mil)			
d. RATED NCO'S INITIAL'S	INITIAL	LATER	LATER	LATER		
<b>PART III - DUTY DESCRIPTION (Rater)</b>						
a. PRINCIPAL DUTY TITLE		b. DUTY MOSC				
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars)						
d. AREAS OF SPECIAL EMPHASIS						
e. APPOINTED DUTIES						
f. PHYSICAL FITNESS & MILITARY BEARING						
APFT		APFT DATE		HEIGHT/WEIGHT		
<b>PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)</b>						
LOYALTY, DUTY, RESPECT/DEED, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL						
TASK/ACTIONS:		PERFORMANCE SUMMARY:				

RATED NCO'S NAME (Last, First, Middle Initial)		SSN
b. COMPETENCE: <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Sound judgment</li> <li>o Accomplishing tasks to the fullest capacity; committed to excellence</li> <li>o Technical and tactical; knowledge, skills, and abilities</li> <li>o Seeking self-improvement; always learning</li> </ul>		
TASK/ACTIONS:		PERFORMANCE SUMMARY:
c. PHYSICAL FITNESS & MILITARY BEARING: <ul style="list-style-type: none"> <li>o Mental and physical toughness</li> <li>o Displaying confidence and enthusiasm; looks like a soldier</li> <li>o Endurance and stamina to go the distance</li> </ul>		
TASK/ACTIONS:		PERFORMANCE SUMMARY:
d. LEADERSHIP: <ul style="list-style-type: none"> <li>o Mission first</li> <li>o Instilling the spirit to achieve and win</li> <li>o Genuine concern for soldiers</li> <li>o Setting the example; Be, Know, Do</li> </ul>		
TASK/ACTIONS:		PERFORMANCE SUMMARY:
e. TRAINING: <ul style="list-style-type: none"> <li>o Individual and team</li> <li>o Teaching soldiers how; common tasks, duty-related skills</li> <li>o Mission focused; performance oriented</li> <li>o Sharing knowledge and experience to fight, survive and win</li> </ul>		
TASK/ACTIONS:		PERFORMANCE SUMMARY:
f. RESPONSIBILITY & ACCOUNTABILITY: <ul style="list-style-type: none"> <li>o Care and maintenance of equipment/facilities</li> <li>o Conservation of supplies and funds</li> <li>o Responsible for good, bad, right &amp; wrong</li> <li>o Soldier and equipment safety</li> <li>o Encouraging soldiers to learn and grow</li> </ul>		
TASK/ACTIONS:		PERFORMANCE SUMMARY:

# NCO Counseling and Support Form

Reference: DA PAM 623-3, Par 3-1

Purpose and process- DA Form 2166-8-1

a. Purpose. Contribute to Army-wide improved performance and professional development by increased emphasis on performance counseling. The Rater uses DA Form 2166-8-1 to prepare for, conduct, and record results of performance counseling with the rated NCO. Its use is mandatory for counseling all NCOs, CPL through CSM. The purpose of the counseling and support form is to improve performance counseling by providing structure and discipline to the process.

# NCO Counseling and Support Form

## b. Process

(1) Within the first 30 days of the rating period, effective date of lateral appointment to corporal, or promotion to sergeant, the rater will conduct the first counseling session with the rated NCO. This counseling session is somewhat different from later counseling sessions in that the primary focus is on communicating performance standards to the rated NCO. It should specifically let the rated NCO know what is expected during the rating period. The rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCOER, and explains the standards for success. Before the rater departs the counseling session, the rater records key points that were discussed and obtains the rated NCO's initials on the DA Form 2166-8-1.

# NCO Counseling and Support Form

## b. Process

(2) Counseling sessions will be conducted at least quarterly for AGR NCOs and at least semiannually for ARNG NCOs. These counseling sessions differ from the first counseling session in that the primary focus is on telling the rated NCO how well they are performing. The rater updates the duty description, and based on observed action and demonstrated behavior and results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the previous counseling session. Prior to the conclusion of the counseling session, the rater records key points discussed and obtains the rated NCO's initials on the DA Form 2166-8-1.

# NCO Counseling and Support Form

## b. Process

(3) The rater will maintain one DA Form 2166-8-1 for each rated NCO until after the NCOER for that period has been approved and submitted to HRC- Indianapolis; CNGB; State AG; or CDR, HRC- St. Louis. For corporals, who do not receive a record NCOER, the counseling and support form will be maintained for one year. There is no regulatory requirement to keep the DA Form 2166-8-1 beyond this time. However, in some cases keeping it for possible future use to support personnel actions may be appropriate.

# PART I – ADMINISTRATIVE DATA

<b>NCOER COUNSELING AND SUPPORT FORM</b> For use of this form, see AR 623-3; the proponent agency is DCS, G-1.				FOR OFFICIAL USE ONLY (FOUO) SEE PRIVACY ACT STATEMENT IN AR 623-3.	
<b>PART I - ADMINISTRATIVE DATA</b>					
a. NAME (Last, First, Middle Initial) <b>DOE, JOHN, Q. JR</b>		b. SSN <b>***_**_****</b>	c. RANK <b>SFC</b>	d. DATE OF RANK <b>20051101</b>	e. PMOSC <b>15T40</b>
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND <b>HHC, 1-245 Avn Bn (ATS), OKARNG, Tulsa, OK 74116-5200                      AGR</b>		STATUS CODE 	l. RATED NCO'S EMAIL ADDRESS (.gov or .mil) <b>john.q.doe@us.army.mil</b>	m. UIC <b>WANZTO</b>	n. CMD CODE 
					o. PSB CODE

**a: LAST, FIRST, MI, SUFFIX (ALL CAPS) Example: DOE, JOHN, Q. JR.**

**b: 9-Digit Social Security Number (\*\*\*\_\*\*-\*\*\*\*).**

**c: Enter the three-letter abbreviation for the NCO's military rank.**

**d: Enter the rated NCO's date of rank (YYYYMMDD).**

**e: Enter up to 9 digits of the PMOSC (example, 15T40, 42A5MA3, 18Z5PW9LA)**

**f: Unit, Org, Station, Zip or APO, and "AGR" if applicable.**

**l: E-mail address; all lower case; example: john.q.doe@us.army.mil**

**m: Enter the UIC of the rated NCO: WANZTO**

# PART II- AUTHENTICATION

PART II - AUTHENTICATION					
a. NAME OF RATER (Last, First, Middle Initial) <b>CAPTAIN, IM, A.</b>	SSN <b>***_**_****</b>	INITIAL	LATER	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>CPT AV HHC, 1-245 Avn Bn (ATS) OKARNG</b>			RATER'S AKO EMAIL ADDRESS (.gov. or .mil) <b>im.a.captain@us.army.mil</b>		
b. NAME OF SENIOR RATER (Last, First, Middle Initial) <b>MAJOR, IM, A.</b>	SSN <b>***_**_****</b>	INITIAL	LATER	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>MAJ AV HHC 1-245 Avn Bn (ATS) OKARNG</b>			SENIOR RATER'S AKO EMAIL ADDRESS (.gov. or .mil) <b>im.a.major@us.army.mil</b>		
c. NAME OF REVIEWER (Last, First, Middle Initial) <b>COMMANDER, IM, A.</b>	SSN <b>***_**_****</b>	INITIAL	LATER	LATER	LATER
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT <b>LTC AV HHC 1-245 Avn Bn (ATS) OKARNG</b>			REVIEWER'S AKO EMAIL ADDRESS (.gov. or .mil) <b>im.a.commander@us.army.mil</b>		
d. RATED NCO's INITIALS		INITIAL	LATER	LATER	LATER

Part II is almost identical to Part II of the NCOER. The main difference is the initial blocks used to note performance of the initial and subsequent counselings.

The rater will verify the initial face-to-face counseling by initialing on the working copy...and will forward a copy to the senior rater for approval and ...verification of face-to-face counseling (for NCOs). (AR 623-3, Par 3-6,e)

Senior raters will review and initial the first (initial) DA Form 2166-8-1 and review the final DA Form 2166-8-1 in use in the evaluation.” (AR 623-3, Par 2-15,c(3))

# PART III- DUTY DESCRIPTION

PART III - DUTY DESCRIPTION (Rater)			
a. PRINCIPAL DUTY TITLE <b>FIRST SERGEANT</b>		b. DUTY MOSC <b>15Z5M</b>	
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) <b>Serves as the First Sergeant/Readiness NCO (AGR) for a General Support Aviation Company; responsible for the health, morale, welfare and training of 136 Officers, NCOs and Soldiers; advises the Commander on operational procedures, policies, training, UCMJ, administrative actions and enlisted personnel matters; mentors Platoon Sergeants for future assignments; plans and executes NCOPD that is METL related and battle focused; enforces standards and ensures compliance of the Army's Equal Opportunity program.</b>			
d. AREAS OF SPECIAL EMPHASIS <b>(Address both TOE/TDA and FTUS positions).</b>			
e. APPOINTED DUTIES <b>(Address both TOE/TDA and FTUS positions).</b>			
f. PHYSICAL FITNESS & MILITARY BEARING			
APFT	<b>PASS</b>	APFT DATE	<b>20060105</b>
HEIGHT/WEIGHT	<b>72 180</b>	YES	<b>YES</b>

PART III is almost identical to Part III of the NCOER. The main difference is that block “f” was changed to reflect current APFT and Height/Weight data.

For AGR Soldiers assigned as readiness/training NCOs, enter both the NCO’s TOE or TDA assignment and the full-time support titles. Include a mix of both the position duties and the full-time support duties in Part IIIc,d,e. (DA Pam 623-3, table 3-3)

# NCO Counseling and Support Form

Reference: DA PAM 623-3, Appendix C: Counseling

Session: Initial Counseling - Noncommissioned Officers

DA Form: 2166-8-1

Time Frame: within first 30 days

Rated Soldier:

- Draft duty description and major performance objectives.
- Prepare to discuss duties and objectives.
- Request copy of and review rating chain support forms.

Rater:

- Provide rated Soldier copies of rater's/senior rater's performance objectives & blank support form with initial drafted duty description.
- Receive/review rated Soldier's draft Support Form.
- Select site (private) and schedule with rated Soldier.
- Make outline/plan for conducting session.

# NCO Counseling and Support Form

Reference: DA PAM 623-3, Appendix C: Counseling

Session: Follow-up Counseling - Noncommissioned Officers

DA Form: 2166-8-1

Time Frame: Quarterly for AGR NCOs and at least semiannually for ARNG NCOs performing IDT

Rated Soldier:

- Conduct self-assessment.
- Prepare to discuss revisions, performance, changing priorities, and so forth.
- Outline target areas for development, and corresponding tasks or objectives.

Rater:

- Review Counseling and Support Form.
- Observe and assess rated NCO.
- Review record of observation/assessment.
- Make outline/plan for conducting session.

# PART IV- ARMY VALUES /ATTRIBUTES /SKILLS/ACTIONS

a. ARMY VALUES:		PART IV - ARMY VALUES/ATTRIBUTES/SKILLS/ACTIONS (Rater)	
LOYALTY, DUTY, RESPECT/EO/EEO, SELFLESS-SERVICE, HONOR, INTEGRITY, PERSONAL			
TASK/ACTIONS:		PERFORMANCE SUMMARY:	

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PREVIOUS EDITIONS ARE OBSOLETE.

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## Initial Counseling:

Developmental tasks should: target performance objectives, specify the desired result, be measurable/verifiable, and specify target completion date/time frame.

# PAGE 2: PART IV- ARMY VALUES /ATTRIBUTES /SKILLS/ACTIONS

RATED NCO'S NAME <i>(Last, First, Middle Initial)</i> <b>DOE, JOHN, Q. JR</b>		SSN <b>***_**_****</b>
<b>b. COMPETENCE:</b> <ul style="list-style-type: none"> <li>o Duty proficiency; MOS competency</li> <li>o Sound judgment</li> <li>o Accomplishing tasks to the fullest capacity; committed to excellence</li> </ul>		
<ul style="list-style-type: none"> <li>o Technical &amp; tactical; knowledge, skills, and abilities</li> <li>o Seeking self-improvement; always learning</li> </ul>		
<b>TASK/ACTIONS:</b>  1. You should be able to perform 85% of your MOS tasks safely and to standard by the end of this TY.	<b>PERFORMANCE SUMMARY:</b>  As of this counseling, you have performed 60% of your MOS tasks safely and to standard. You are on track to achieve the standard of 85%.	

## Follow-up Counseling:

Primary focus is on telling the rated NCO how well they are performing. The rater, based on observed actions and demonstrated behavior/results, discusses what was done well and what could be done better. The guide for this discussion is the success standards established in the initial/previous counseling session. (DA Pam 623-2, par 3-1,b,2)

# PAGE 2: PART IV- ARMY VALUES /ATTRIBUTES /SKILLS/ACTIONS

c. PHYSICAL FITNESS & MILITARY BEARING:	o Mental and physical toughness o Displaying confidence and enthusiasm; looks like a soldier	o Endurance and stamina to go the distance
d. LEADERSHIP:	o Mission first o Instilling the spirit to achieve and win	o Genuine concern for soldiers o Setting the example; Be, Know, Do
e. TRAINING:	o Individual and team o Teaching soldiers how; common tasks, duty-related skills	o Mission focused; performance oriented o Sharing knowledge and experience to fight, survive and win
f. RESPONSIBILITY & ACCOUNTABILITY:	o Care and maintenance of equipment/facilities o Conservation of supplies and funds o Responsible for good, bad, right & wrong	o Soldier and equipment safety o Encouraging soldiers to learn and grow

# INITIAL COUNSELING

## PERFORMED WITHIN FIRST 30 DAYS

### Rater:

1. Schedules counseling with rated Soldier
2. Provides blank DA 2166-8-1 to rated Soldier
3. Provides rated Soldier copies of rating chain  
**and rater's and senior rater's support forms**

### Rated Soldier:

1. Drafts duty description and major performance objectives.
2. Prepares to discuss duties and objectives.

### Rater and Rated Soldier:

1. Receives/reviews rated Soldier's draft support form.
2. Finalize duty description and performance objectives
3. Both will initial and date the support form

### Rater:

1. Forwards the support form to the senior rater

### Senior Rater:

1. Reviews, approves, and initials the support form
2. Returns the support form to the rater

# FOLLOW-UP COUNSELING

Performed Quarterly for AGR NCOs and at least semiannually for ARNG NCOs performing IDT

## **Rater:**

1. Reviews Counseling and Support Form.
2. Observes and assesses rated NCO.
3. Makes outline/plan for conducting session.

## **Rated Soldier:**

1. Conducts self-assessment.
2. Prepares to discuss revisions, performance, changing priorities, and so forth.
3. Outlines target areas for development, and corresponding tasks or objectives.

## **Rater and Rated Soldier:**

1. Reviews rated Soldier's initial support form.
2. Review/modify duty description and performance objectives
3. Both will initial and date the support form

## **Rater:**

1. Forwards the support form to the senior rater

## **Senior Rater:**

1. Reviews, approves, and initials the support form
2. Returns the support form to the rater

# Use of the Counseling and Support Form in completing the NCOER

## Rater:

1. Reviews Counseling and Support Form.
2. Evaluates the rated Soldier.
3. Forwards NCOER and Counseling and Support Form to the Senior Rater.

## Senior Rater:

1. Reviews, approves, and initials the Support Form.
2. Evaluates the rated Soldier's potential.
3. Reviews NCOER with the rated Soldier.

## Rated Soldier:

1. Reviews the NCOER, verifies the administrative data, **and signs it. (AR 623-3, par 2-15b(8))**

## Senior Rater:

1. Forwards NCOER and Support Form to Reviewer **(every NCOER will be reviewed by the First Sergeant, SGM, or CSM and signed by an official who meets the Reviewer requirements of AR 623-3, par 2-8b.)**

## Reviewer:

1. Reviews, approves, and initials the NCOER.
2. Returns the Support Form to the Senior Rater.